



Arizona Department of Education

Strategic Plan FY 2014-2015

(Rev 082014)

ADE Vision

A great place to work that delivers “Knock Your Socks Off” service¹

ADE Mission

To serve Arizona’s education community, ensuring every student has access to an excellent education

Values

- Integrity: *honesty, transparency, highly ethical behavior*
- Respect: *be courteous and considerate, value others*
- Help each other succeed: *collaborate, support others, inspire accomplishment*
- Dedication to excellence: *high standards, high expectations, great results*
- Efficiency: *minimize waste of time, effort and resources*
- Continuous improvement: *always learn, always innovate, always improve*
- Customer focused: *understand needs, deliver quality service, exceed expectations*
- Effective communication: *share information, actively listen, ensure understanding*

¹ Performance Associates, Inc; *Delivering Knock Your Socks Off Service*, (New York: AMACON, 2007)

Our Future Expectations

The Arizona Department of Education supports an adequately funded, world-class education system that embraces and supports students of all abilities and backgrounds to become Arizona's college and career-ready graduates who:

- *Demonstrate strong literacy and numeracy skills*—it is not good enough in this day and age to be proficient using current performance standards and expectations; our graduates must demonstrate higher comprehension and application of skills.
- *Speak multiple languages*—a graduate ready to compete in the new world economy must demonstrate communications skills in multiple ways.
- *Exhibit artistic skills*—a well-balanced education includes exposure to and appreciation of the arts, enhancing the ability to connect with science and technology.
- *Understand the need for, and exhibit, a healthy lifestyle*—ensure every student is exposed to daily physical activity and opportunities to learn life-long health enhancing behaviors, and given knowledge for establishing and maintaining a healthy life style to ensure sound body and mind.
- *Utilize technology appropriately*—the world of technology is changing rapidly; every graduate must be exposed to current technologies and know how to apply technology throughout life.
- *Articulate career skills for their future*—the most successful students have a clear direction for post-secondary education and careers; we must help provide opportunities and encouragement for all students to develop and implement strategies for their future success.
- *Achieve National Assessment of Educational Progress (“NAEP”) test scores that rank Arizona among the top ten states in gains on NAEP tests over the next five years*—it is not enough to graduate and to thrive in world markets; our students must be among the most knowledgeable, analytical and critical thinkers in the world.
- *Are civic-minded*—ready to participate and lead in a democratic society.
- *Demonstrate high competence*—able to succeed in the workforce and/or post-secondary education without the need for remediation.

To help schools achieve these types of graduates, we commit ourselves to:

- I. Supporting schools to **ensure higher student achievement** through innovations in technology, accountability systems, incentive systems and supportive services;
- II. **Providing efficient & effective services** that alleviate administrative burdens and costs;
- III. Listening to educators, parents and students to meet their needs through the **delivery of outstanding services**; and
- IV. Making **ADE a place where its staff is empowered** to help schools and their students achieve their highest potential.

ADE Goals and 2014-2015 Objectives

Goal #1: Improve Student Achievement and Opportunities for Success Post-Graduation:

Objectives:

- a. By May 31, 2015, complete implementation of a new assessment under Arizona College and Career Ready Standards (AZCCRS), and begin evaluating student achievement results so a report on results under the new assessment can be issued in FY 2016.
- b. Within 60 days of the State Board of Education selecting the new assessment, develop and initiate implementation of, with State Board concurrence, a transition plan for state accountability which addresses A-F, Move on When Reading, Teacher/Principal Evaluations and other transition issues.
- c. Establish a baseline for inclusion of College and Career Ready Index (CCRI) into the Accountability formula by April 30, 2015.
- d. Increase the graduation rate from 75% in 2014 to at least 77% for all high schools for the FY 15 school year.
- e. Increase the graduation rate from 45% to at least 48% for all Priority and Focus high schools for the FY 15 school year.
- f. With a focus on low performing LEAs, by June 30, 2015, 98 traditional districts with K-3 programs (50% of the total number), and 112 charter organizations with K-3 programs (25% of the total number) will participate in ADE in-services designed to increase teacher content knowledge necessary to meet the requirements of Move on When Reading (MOWR).
- g. By November 30, 2014, finalize and implement all revisions to documents, procedures, and timelines that guide the review and approval of Educator Preparation Programs (EPP).
- h. By September 30, 2014, develop and implement a plan to increase the number of LEAs (from 5 LEAs to 20 LEAs) that will commit to using the ADE Teacher Evaluation Model during the 2015-2016 school year.
- i. By June 30, 2015, revise the three components of the ADE Teacher Evaluation model (surveys, observation protocol, and student academic progress) to ensure the evaluation instrument is aligned with state and federal requirements as well as current research and best practices.
- j. Using baseline CTE placement data, increase the number of attainable CTE industry recognized credentials from 55 to 70 by June 30, 2015.
- k. Increase State Board approved CTE programs that have integrated math, science, economics or English language arts credits to at least 12 by May 31, 2015.
- l. Provide dashboards of student data to teachers and administrators in at least 400 LEAs and charters by January 31, 2015.
- m. By January 31, 2015, refine and implement measureable, innovative/evidence-based improvement strategies that will lead to growth rates for Priority, Focus and Pre-Intervention schools equal or greater than a match set of schools in the state for future school years.
- n. By June 30, 2015, gather baseline survey data indicating the percent of **teachers** who report they are confident in their ability to implement the Arizona College and Career Ready Standards (AZCCRS).

- o. By June 30, 2015, gather baseline survey data indicating the percent of **administrators** who report they are confident in their ability to implement the Arizona College and Career Ready Standards (AZCCRS).
- p. By June 30, 2015, all ADE program areas responsible for providing technical assistance or professional development will use the new ADE AELAS *Professional Learning & Collaboration* online tools (*Blackboard Learn, Blackboard Collaborate, True North Logic Professional Learning Management System*) to provide at least 25% of their service and support to the field.
- q. By March 31, 2015, the agency will establish appropriate definition(s) (uniform or several program-specific) of poverty that will be used by the agency in its operational and support services to LEAs, including in the areas of funding, accountability, reporting and other services, while ensuring all implications were fully evaluated, unintended consequences were resolved, and majority of stakeholders support the result.

Goal #2: Reduce Waste and Enhance Efficiency and Effectiveness of Both ADE and Schools:

Objectives:

- a. Ensure at least 95% of reimbursement requests from schools are processed within 5 working days, by October 1, 2014.
- b. Evaluate ALEAT, design changes or a replacement that will more effectively meet the needs of schools and ADE and implement by June 30, 2015.
- c. By April 1, 2015, implement a complete Online AZ Certification Information System (OACIS) that includes internal, educator, district, and public portals.
- d. Complete the transition of all grants into the new automated grants management system by December 31, 2014.
- e. Reduce costs to both ADE and LEAs by decreasing the number of ADE data requests from 204 per year to no more than 150 by June 30, 2015.
- f. Implement agreed-upon, new School Finance Payment System pieces by June 30, 2015.
- g. Complete at least 85% of the new Student Data Collection (ED-FI) by June 30, 2015.
- h. Pilot the new State Opt-In Student Information System in at least 6 LEAs in FY 15 school year.
- i. By February 28, 2015, in collaboration with advocates, school officials, parents and ADE staff, present to the State Board proposed changes for adoption where feasible that will strengthen the effectiveness of the program for students with disabilities, while also reducing unnecessary burdens and costs on all stakeholders.
- j. By June 30, 2015, complete the pilot of 50 LEAs from the “Single Point of Contact” targeted list that encompasses all grant monies from ADE, and results in reports on overall management and internal control deficiencies that can be corrected, with outcomes of higher customer satisfaction, and reduced time and expense for customers and ADE.
- k. By June 30, 2015, all ADE program areas with content on the ADE website will upload initial content from their respective ADE websites for inclusion within the new ADE Content Management System (CMS).

Goal #3: Provide Outstanding Services that will Promote Great Schools, Excellent Teachers, and Successful Students**Objectives:**

- a. By December 1, 2014, implement an agency-wide communications plan covering all agency initiatives (implementation to include development of a communications plan template, and training of division leadership) in order to increase internal and external customer satisfaction rating on ADE-provided communication by 3%.
- b. At least 40 % of programs will raise satisfaction levels by 5 percentage points or more over their FY 2013-2014 NTB performance level.
- c. At least 15 programs will have reached KYSO service levels (45% or more NTB) by June 15, 2015.
- d. By November 30, 2014, conduct and report on a statewide random, statistically valid survey of parents and teachers satisfaction with their schools and evaluate methodology alternatives for conducting a student survey, with the student survey to be conducted as soon as practical if a suitable, cost effective method is identified.

Goal #4: Build a Great Place to Work:**Objectives:**

- a. Increase the NTB rating of ADE as an outstanding place to work from 31.1% to at least 35% by March 1, 2015.